

Maricopa County Parks and Recreation

Strategic System Master Plan Recommendations

August 2008



Outline

- Mission
- Vision
- Community Values
- Preferred Future vs. Current Realities
- Prioritized Facility / Amenity Rankings
- Outside the Box – Recommendations
- Sample Strategy Matrix
- Questions

Vision

- Maricopa County's Park and Recreation Vision is:
- “Our vision is to create an appreciation and value for Sonoran desert beauty through Maricopa County Parks that will create life long users, positive memories and improved quality of life. ”

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Mission

- Maricopa County's Mission is:
- “Our mission is to provide quality parks, programs, services, and experiences that energize existing and future users to seek out county parks and recreation opportunities in order to create life long customers, stewards and advocates for the Maricopa County Parks and Recreation system ”

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Community Values

- Preservation of Open Space
- Appreciation for the Desert's beauty
- Safety
- Trails
- Outdoor Recreation Experiences
- Quality Customer Service
- Accessibility(geographic, ADA, internet)
- Awareness of Opportunities
- Wide Age Segment Appeal

Community Values (cont)

- Quality Maintenance
- Quality Programs and Amenities
- Committed and Accessible Staff
- Community Input
- Health and Wellness
- Family Time in Parks
- Volunteers
- Effective Signage
- Partnering for Resources

Values

- Diversity
- Historical and cultural resources

Preferred Future vs. Current Realities

- PROS will outline a preferred future vision for Maricopa County that outlines the Department's capabilities with appropriate funding. The Plan will be based on the reality of the current funding capability of the County to support a vast system and the staff capability to implement the vision with the limited resources available.

Suggested Recommendations - System

- Establish Performance measures and outcomes for every park and program
- Department needs system-wide approach to training
 - Including Departmental and more job specific Divisional training requirements
- Implement internal communication and education program to enhance employee awareness about strategic goals and objectives
- Develop a business plan for each park

Suggested Recommendations - System

- Consider , laptops and other means to ensure uninterrupted communication while on the field
- Develop a system wide customer satisfaction and dissatisfaction process
- Establish policies to ensure consistency in operations including procurement, user fee, access and encroachment, sponsorships and partnership

Suggested Recommendations - System

- Develop a Park District with a consistent funding source
- Create more buffers between park land and developments to limit encroachment
- Dedicate staff time toward overseeing the volunteer program and corporate support
- Within the organizational structure, Administrator and Chief Engineer should report to the Director, at the same level as regional superintendents

Suggested Recommendations - System

- Develop policies and strategies for
 - Pricing
 - Sponsorship
 - Partnership
 - ATV use
 - Land acquisition
 - Pristine desert management policy
 - Zone management policy
 - Volunteer Policy
 - Earned Income policy
 - Training policy

Suggested Recommendations - Finance

- Develop a Business Development Office to seek earned income opportunities
- Create a Parks Foundation
- Continue to create private land leases to develop quality recreation amenities
- Incorporate staff input into the budget process
- Site management must accurately cost out operations and programs
 - This would ensure greater discretion in choosing program offerings

Suggested Recommendations - Finance

- Redevelop and decide how the Enhancement Fund can be used more effectively
- Establish a true Cost of Service for each park and program by units
- Incorporate line and supervisor staff in the budget process

Suggested Recommendations - Programs

- Establish additional core program categories that factor in customer needs and trends
 - This includes expansion of fitness and wellness activities, as well as active and compatible and adventure activities
- Incorporate themes for key parks to maximize age segment appeal and create a destination
- Increased marketing support needed and should be 4% of the operating budget
- Improve ease of use and user-friendliness of the website
- Create an online program brochure

Suggested Recommendations - Programs

- Expand outreach programs to target increasing Hispanic population
- Need to increase age segment appeal, particularly for the younger age segments
- Need additional program staff to offer programs
- Regularly survey customer needs through a standardized process

Suggested Recommendations – Operations and Maintenance

- Connect county Parks through the Maricopa Trail over the next ten years
- Finish the Maricopa County Trail System within county parks
- Develop more of a global perspective of the system versus a park by park perspective
- Re-organize the Department to support the system plan recommendations
- Look for ways to augment maintenance staff through contracting of services or corrections people
- Create consistent maintenance standards for parks and trails

Suggested Recommendations – Operations and Maintenance

- Develop and / or acquire a maintenance work order system to manage assets
- Develop communication protocols for staff to follow
- Develop planning teams to resolve key issues
- Implement new design standards for trails
- Develop an economic impact report on the trail system in Maricopa County

Outside the Box

Development of themed attractions to create destinations and wider age segment appeal

- **RV Resort Park** at Estrella Park to cater to golfers, mountain bikers, racing, and special events
- **Shooting Park** with archery and indoor shooting range at Usery Park
- **Outdoor Adventure Park** within Lake Pleasant and create a cabin area within Lake Pleasant on a time share basis, add a restaurant at the Marina
- **Outdoor Leadership Park** at San Tan in cooperation with National Outdoor Leadership, Outward Bound

Outside the Box

- **Outdoor Fitness Park** that focuses on all nature-based fitness related trends, activities and competitions at McDowell Park
- **Kid Themed Park** on outdoor interpretation, family summer camp, outdoor learning center, an a equestrian center at Cave Creek
- Themed music only campground areas
- **Historic Parks** at White Tank and Spur Cross Ranch Conservation area
- Hospitality Centers are key overlooks and view sheds

Strategic Goals

- Protect existing desert and mountain parks
- Enhance individual parks and facilities as destinations
- Finish the Maricopa Trail system
- Manage assets for sustainability
- Design and program parks for wide age segment appeal
- Enhance the financial sustainability of the Park System through effective policy management

Strategic Goals

- Enhance partner and volunteer support and advocacy
- Enhance existing assets and maintenance through effective capital improvements
- Improve organizations systems and communication
- Become the regional facilitator in support regional parks within local communities and the services provided

Sample Strategy Matrix

- **Land Needs and Standards: Our Vision for park lands and open space is to provide a variety of park type experiences to meet the equity of access levels desired by the community for neighborhood parks, community parks, regional parks, greenways, and special use parks in the District.**
- Goal: Achieve the land acquisition and development goals for the population served at 9.67 acres per 1,000 residents over the next ten years of which 80% of land will be developed for active and passive recreation use and 30% of land for Open Space/Greenbelts/Paseos

Strategy		Tactics	Staff Group Responsible	Start Date	Performance Measure
1.1	Adopt the land and facility standards outlined in the Master Plan	<ul style="list-style-type: none">• Acquire a minimum of 150 acres (currently unidentified) in the next 3 years for a regional park• Coordinate with city on developer agreements to acquire larger pieces of property to meet facility standard definitions	Planning Division, Admin Services Department	On-going	<ul style="list-style-type: none">• 150 acres acquired for regional and community parks in the next three years

Questions